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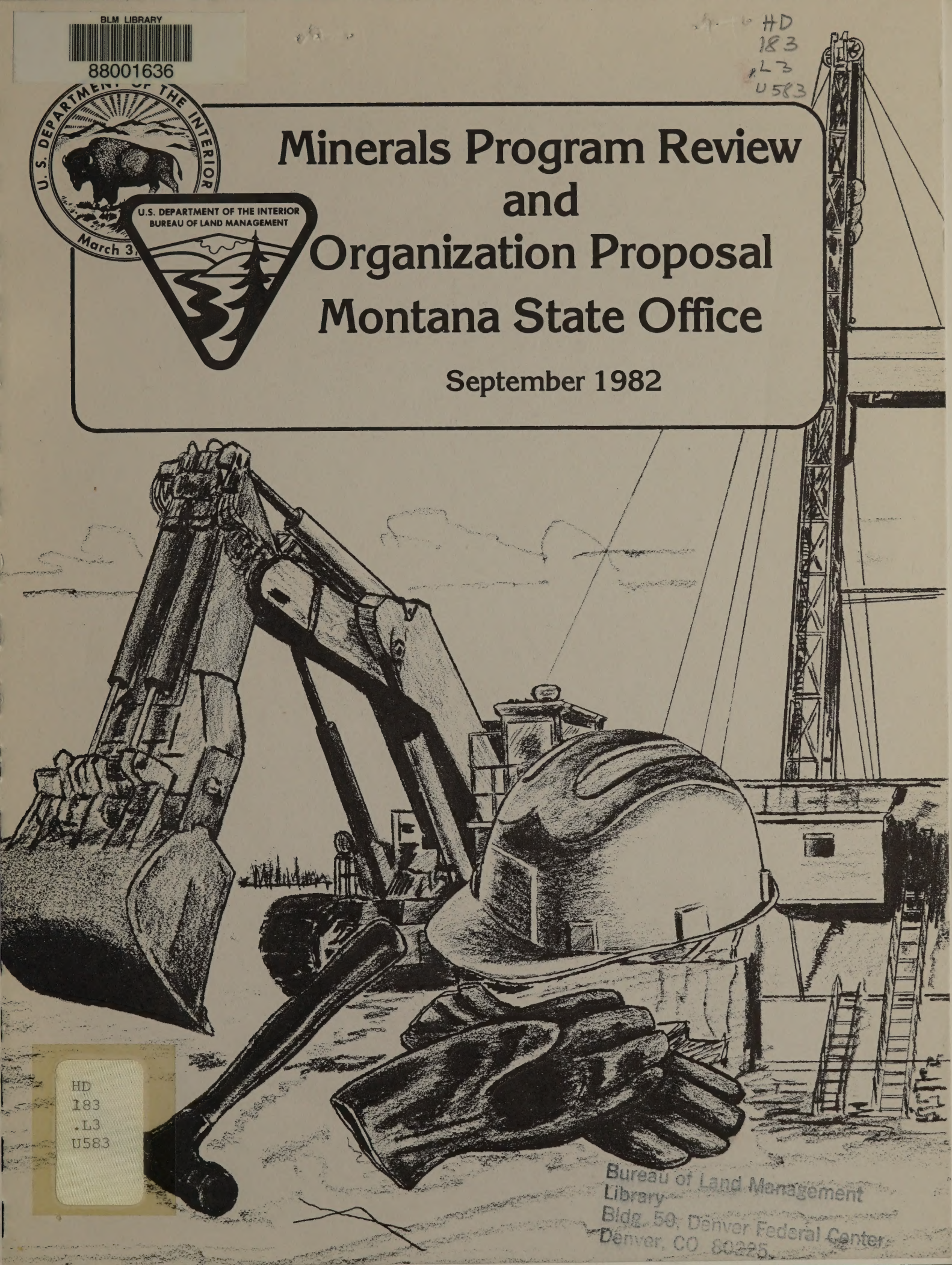
# Minerals Program Review and Organization Proposal Montana State Office

September 1982



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# PREAMBLE

For years, the Minerals functions of BLM have been the subject of study, realignment, and overall controversy. Within the Montana organization alone, we have been able to do little more than provide basic training to dozens of minerals professionals who have since moved out of the Bureau to more lucrative endeavors. At the same time, our minerals responsibilities have intensified with the increasing national and international focus on fuel and nonfuel supplies.

Today, we must choose between successfully integrating minerals with our other multiple use responsibilities or allowing these functions to be totally severed from BLM. There no longer remains a middle ground.

I know of no dedicated resource manager who would give serious consideration to the latter option as long as our mandate is multiple use. We must therefore begin now to structure organization, grades, and career ladders to place our minerals functions and personnel in a more favorable posture in relation to our total responsibilities.

Michael J. Penfold
State Director

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# SUMMARY AND RECOMMENDATIONS

Based upon study objectives and team assignments discussed in a meeting with the State Director and Staff on September 16, 1982, the Study Team has conducted its study and compiled its report.

The report contains a presentation and analysis of three organizational options aimed at improving minerals program visibility, grade structure, and career ladders. Its focus is on the Montana State Office organization. Many variations of each of these options were examined by the team and discarded before settling upon the options presented here, feeling that these best meet the stated objectives.

Basically, the options are as follows:

Option 1 — Upgrades the existing Chief, Branch of Energy & Minerals within the Division of Resources, establishes a GS-13 Senior Technical Specialist, and transfers the existing Mining Staff from its current placement within the Division of Operations, Branch of Lands and Minerals Operations.

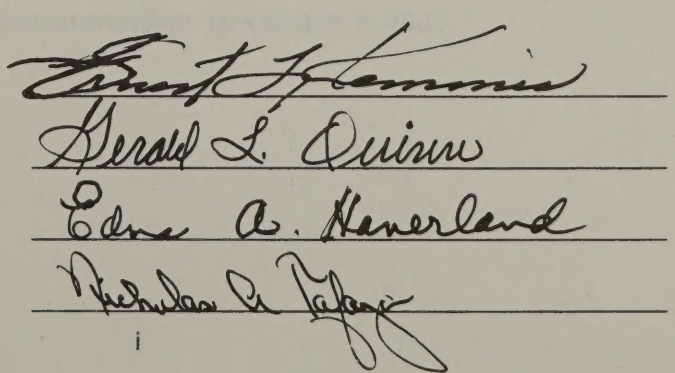
Option 2 — Creates a separate Division of Energy & Minerals by pulling all minerals functions from within existing organizational units, establishing a GM-14/15 Division Chief, a Branch of Minerals Adjudication and Records Management, a Branch of Energy Minerals, a Branch of Geology and Minerals, and a small Program Staff.

Option 3 — Establishes a Deputy State Director configuration by adding three Deputies to the existing State Director/Associate State Director structure. Responsibilities would be divided into the following program areas: Management Services (Administration and Technical Services), Lands and Renewable Resources (all Lands program, appraisal and adjudication, Land Use Planning, and Renewable Resources), and Energy and Minerals (Energy Minerals and Geology and Minerals). Considerable upgrading is involved in this option.

The merits of each of these options range from minimum organizational disruption and ease of adoption (Option 1) through significant enhancement of program visibility and career ladders (Option 2) to a structure which would not only enhance program visibility and career ladders, but would also establish the organizational and personnel strengths capable of accepting major additional responsibilities within the Minerals program (Option 3).

The Team urges the adoption of Option 2. We feel that Option 1, while viable, simply does not go far enough in creating the program visibility, career ladders, and technical capability we so sorely need in order to reverse the existing trends in BLM minerals management programs. While we heartily subscribe to Option 3 in terms of its capacity to enhance the minerals program, its adoption is predicated on a Secretarial decision to take certain surface management responsibilities currently in MMS and place them with BLM. Unless we were assured of such a decision, adoption of Option 3 would be futile and wasteful.

The Study Team appreciates the opportunity to serve in this unique way during one of the Bureau's most challenging times, and we sincerely hope our efforts contribute in some small way toward a positive resolution of problems in the minerals program.



# STUDY OBJECTIVES

The State Director, in selecting the team and making the assignments for this study, established the following objectives:

## Grade Structure

The study must result in organizational alternatives which provide a grade structure within the minerals program conducive to successful recruiting and retention of career professionals in keeping with the significance and complexity of current and future Department of the Interior minerals program objectives.

## Program Visibility

The study must present organization and staffing alternatives which project the Bureau minerals program responsibilities, both internally and externally, more in keeping with their significance on a state, regional, and national scale.

## Organizational Context

The study must present alternatives which are workable within the context of the total Bureau and Statewide organization.

## Sensitivity

The study must be sensitive to recent reorganizations at the District, State Office and Headquarters level in terms of personnel concerns and broad organizational objectives. In addition, coal team and coal planning activities as well as other statewide project workloads must also be accommodated.

# TEAM ASSIGNMENT

The following individuals were appointed by the State Director to serve on the Study Team:

Ernest L. Kemmis—Management Analyst, MSO—Team Leader

Gerald L. Quinn—Associate District Manager—Butte

Edna A. Haverland—Equal Employment Manager—MSO

Nicholas A. Tafoya—Personnel Officer—MSO

On September 16, 1982, the State Director met with the Team to provide study objectives and assignments. The objectives (discussed previously) led to the following assignments:

1. Study and present one organizational alternative, in keeping with the objectives, which will result in little or no disruption to the existing organization.
2. Study and present one organizational alternative, in keeping with study objectives, which will accommodate acceptance of additional responsibility within the total minerals program of the Department of the Interior.
3. Develop at least one "mid-range" alternative which would provide potentials some place between (1) and (2).
4. Provide a "generic" report on the above three concepts to the State Director by October 1, 1982.
5. Present the team's final report and recommendations by October 8, 1982.

# STUDY APPROACH

1. Review Positions Descriptions, Functional Statements.
2. Review previous studies, particularly recent minerals studies.
3. Structure organizational options for study.
4. Conduct interviews with key S.O. staff.
5. Prepare brief functional statements.
6. Analyze each option in terms of organizational impacts, program objectives, grade levels, and skills needed.
7. Restructure options as a result of analysis.
8. Select a preferred option for team recommendations.
9. Prepare the report.

# SUMMARY OF OPTIONS

# SUMMARY OF OPTIONS

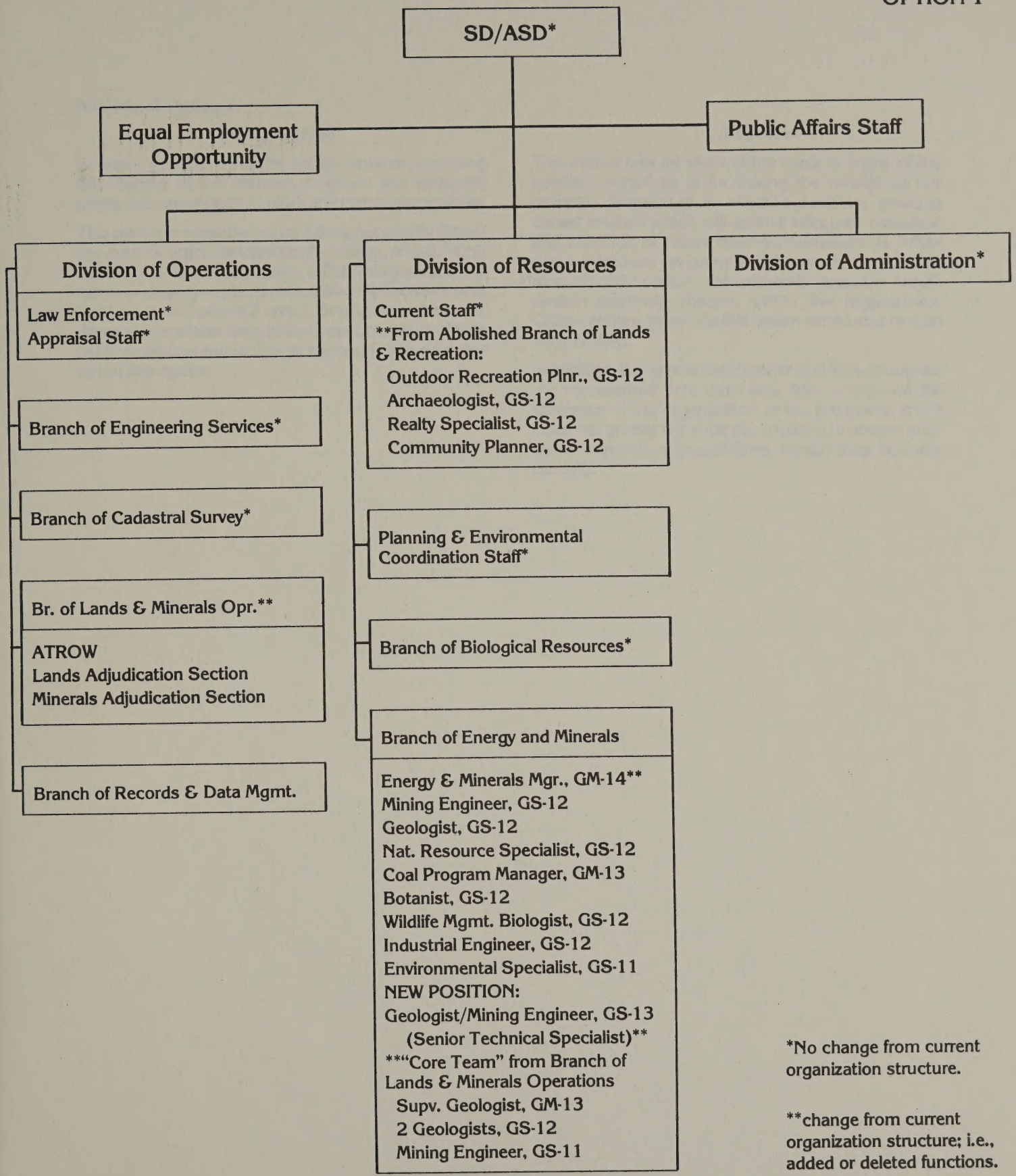
## OPTION 1

**Description**

This option considers the minimum that could be done to gain minerals visibility and grade stuctures at the State Office level. The Branch of Energy and Minerals in the Division of Resources would be given the additional responsibilities for work associated with mineral valuations, mineral validity determinations and mineral in character determinations in the three-state area. Essentially, this would include the positions of the "Core Team" now situated in the Division of Operations, Branch of Lands and Minerals Operations. In addition to the combination of functions into a single branch, the demand for technical specialists would be reflected with the creation of from one to two "Senior Technical Specialists," who would be responsible for the most involved technical matters related to the energy and minerals functions in the State.

Adding these responsibilities to the now current Branch of Energy and Minerals would tend to enhance grade structure within the Branch while avoiding any adverse impact to positions in other organizational units.

OPTION 1




*No change from current organization structure.

**change from current organization structure; i.e., added or deleted functions.

## Analysis of Option 1

### *Positive*

Option 1 would be a step forward in terms of increasing the visibility of the minerals program and providing additional career opportunities and technical capability.

This option is workable in that it does not greatly disrupt the current organizational configuration, and is highly sensitive to the recent state office reorganization in terms of employee placement. It also represents a positive lead-in to Options 2 and 3, should either be considered at some later date, in that a small nucleus of both field operations and technical support is being formed within this option.

### *Negative*

This option falls far short of the mark in terms of the ultimate objectives of increasing the visibility of our minerals program to an effective point and creating career ladders which will permit adequate recruiting and retention of career minerals professionals. While some increased program visibility would be possible through this option, the minerals program would remain relatively obscure within the organization. Career enhancement via this option would also remain fairly limited.

In addition, the simple realignment and limited upgrading represented here does very little to improve the efficiency of the organization or the programs, and it does not greatly enhance our capacity to absorb additional minerals responsibilities should they be forthcoming.

## OPTION 2

**Description**

Option 2 is the "middle-of-the-road" option which brings together all current energy and minerals functions into a Division of Energy and Minerals. The Division Chief would serve on the executive staff of the State Director and would be fully responsible for direction and management of the State's energy and minerals programs.

The division option would be a considerable departure from Option 1 in several respects. While it affords a somewhat similar career pattern for the specialists and Branch Chief, this configuration would have the potential of supporting a greater number of higher grades at virtually all levels in the division organization, including a potential GM-15 Division Chief.

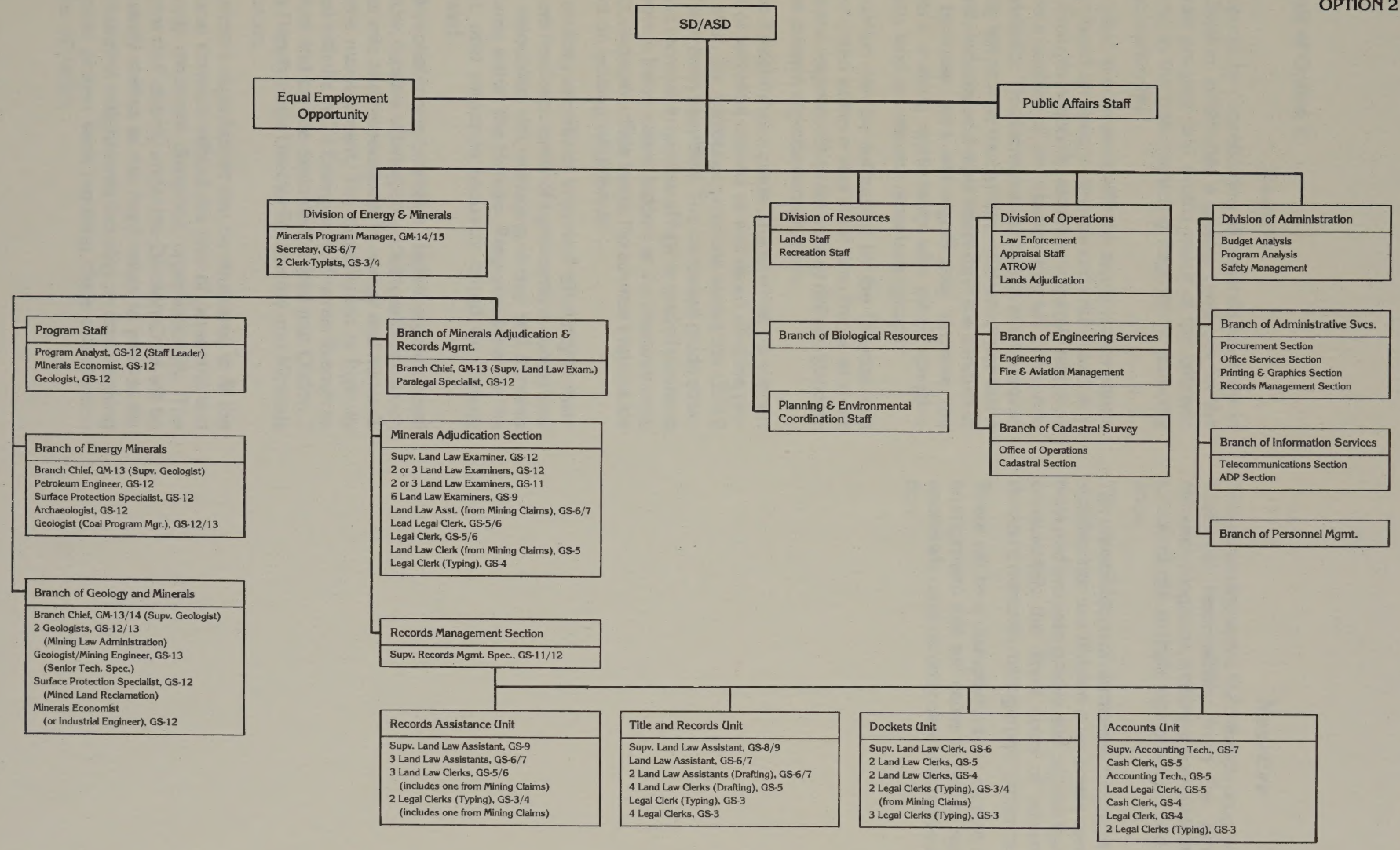
The objectives of this type of organization would include increasing our program capability in mineral leasing procedures as well as augmenting our ability to provide comprehensive guidance in all aspects of the minerals program. In addition to streamlining procedures, the additional technical demands brought about by this type of organization would encourage recognition and strengthening of the professional skills and abilities in energy minerals and geology. There is also increased focus on coal management and other kindred project work within this option.

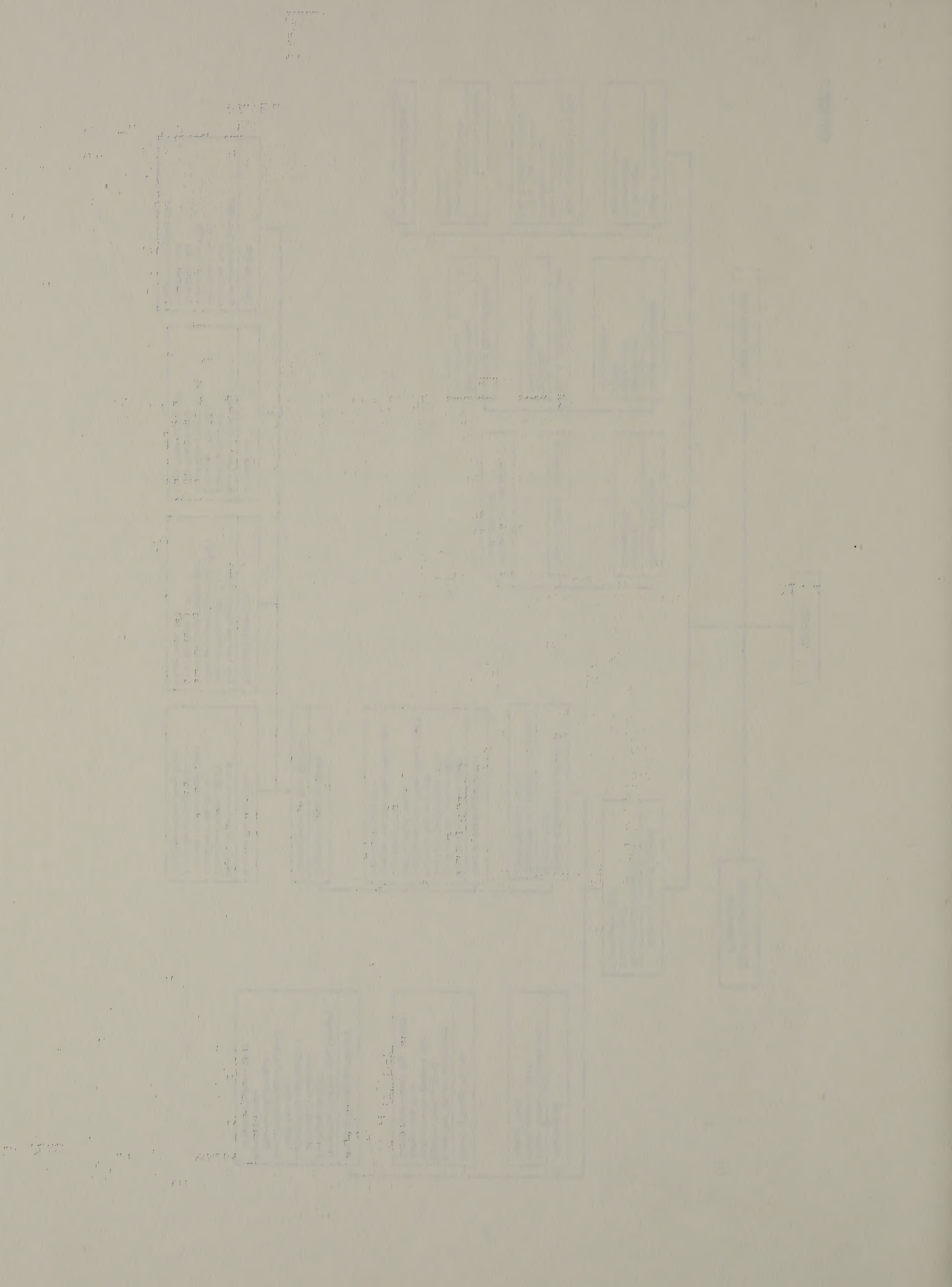
Another feature of Option 2 is the consolidation of all functions related to program planning (both short and long range), budget planning and oversight, and overview of policy matters.

The recommendation to place the public land records function in the Branch of Minerals Adjudication and Records Managementis based on two factors: (1) the minerals adjudication and other minerals program functions create more day-to-day interactions with the public land records than does the lands adjudication and other program functions, and (2) the present accounting operation involves a larger volume of mineral-related collection actions than do other program functions. Also, if BLM inherits the royalty accounting operation at a later date, then the total accounting function would be managed in one branch.

This option provides a smooth, positive lead into Option 3 which puts BLM in a posture of being able to fully accommodate minerals management within the Bureau.

OPTION 2


SD/ASD
Equal Employment Opportunity
Public Affairs Staff
Division of Energy & Minerals
Minerals Program Manager, GM-14/15
Secretary, GS-6/7
2 Clerk-Typists, GS-3/4
Division of Resources
Lands Staff
Recreation Staff
Division of Operations
Law Enforcement
Appraisal Staff
ATROW
Lands Adjudication
Division of Administration
Budget Analysis
Program Analysis
Safety Management
Program Staff
Program Analyst, GS-12 (Staff Leader)
Minerals Economist, GS-12
Geologist, GS-12
Branch of Minerals Adjudication & Records Mgmt.
Branch Chief, GM-13 (Supv. Land Law Exam.)
Paralegal Specialist, GS-12
Branch of Biological Resources
Branch of Engineering Services
Engineering
Fire & Aviation Management
Branch of Administrative Svcs.
Procurement Section
Office Services Section
Printing & Graphics Section
Records Management Section
Branch of Energy Minerals
Branch Chief, GM-13 (Supv. Geologist)
Petroleum Engineer, GS-12
Surface Protection Specialist, GS-12
Archaeologist, GS-12
Geologist (Coal Program Mgr.), GS-12/13
Minerals Adjudication Section
Supv. Land Law Examiner, GS-12
2 or 3 Land Law Examiners, GS-12
2 or 3 Land Law Examiners, GS-11
6 Land Law Examiners, GS-9
Land Law Asst. (from Mining Claims), GS-6/7
Lead Legal Clerk, GS-5/6
Legal Clerk, GS-5/6
Land Law Clerk (from Mining Claims), GS-5
Legal Clerk (Typing), GS-4
Planning & Environmental Coordination Staff
Branch of Cadastral Survey
Office of Operations
Cadastral Section
Branch of Information Services
Telecommunications Section
ADP Section
Branch of Personnel Mgmt.
Branch of Geology and Minerals
Branch Chief, GM-13/14 (Supv. Geologist)
2 Geologists, GS-12/13
(Mining Law Administration)
Geologist/Mining Engineer, GS-13
(Senior Tech. Spec.)
Surface Protection Specialist, GS-12
(Mined Land Reclamation)
Minerals Economist
(or Industrial Engineer), GS-12
Records Management Section
Supv. Records Mgmt. Spec., GS-11/12
Records Assistance Unit
Supv. Land Law Assistant, GS-9
3 Land Law Assistants, GS-6/7
3 Land Law Clerks, GS-5/6
(includes one from Mining Claims)
2 Legal Clerks (Typing), GS-3/4
(includes one from Mining Claims)
Title and Records Unit
Supv. Land Law Assistant, GS-8/9
Land Law Assistant, GS-6/7
2 Land Law Assistants (Drafting), GS-6/7
4 Land Law Clerks (Drafting), GS-5
Legal Clerk (Typing), GS-3
4 Legal Clerks, GS-3
Dockets Unit
Supv. Land Law Clerk, GS-6
2 Land Law Clerks, GS-5
2 Land Law Clerks, GS-4
2 Legal Clerks (Typing), GS-3/4
(from Mining Claims)
3 Legal Clerks (Typing), GS-3
Accounts Unit
Supv. Accounting Tech., GS-7
Cash Clerk, GS-5
Accounting Tech., GS-5
Lead Legal Clerk, GS-5
Cash Clerk, GS-4
Legal Clerk, GS-4
2 Legal Clerks (Typing), GS-3



## Analysis of Option 2

### *Positive*

This option, by consolidating all minerals functions in one Division, establishes a greater continuity for the minerals program and avoids much of the criticism received in the past regarding fragmented authority and accountability.

This option is consistent with the increased emphasis being placed on energy minerals and critical and strategic minerals nationally, elevating minerals responsibility to a position of prominance that will command high visibility. This increased emphasis and improved visibility will provide much more efficient service to the minerals industry and other interests in the conduct of their business, and will significantly improve the Bureau's working relationship with other agencies, industry, land owners and other user groups.

This option can be authorized by the Director and implemented within a very short time frame as most duties and responsibilities are already defined throughout the present organization structure.

Option 2 establishes a grade structure that will support a staff of technical experts as well as an effective program staff. Six additional positions above the GS-12 level have been identified. The increased grade structure and increase in number of higher-graded positions will provide better career ladders at the resource area, district, and state office levels. No adverse impacts are evident on existing incumbents.

The resulting benefits of improved efficiency in management has the potential of significantly reducing total costs associated with managing energy and minerals programs within the Bureau. Response time for the public and minerals industry could be greatly improved.

The divisional concept contains a built-in organizational structure, capable of being expanded to accept a much greater role and responsibility in energy and minerals resource management. The organization is logically aligned with the WO's Energy and Minerals Resources structure and can be expanded to lead into Option 3 with a Deputy State Director for Energy and Minerals Resources.

The present organization can be structured to fit the divisional concept without the loss of personnel and with only moderate disruption organizationally. The program staff directly under the Division Chief will be adequately staffed as the need arises to provide for special project assignments focusing on coal planning and other project work requiring close coordination with the SD/ASD.

### *Negative*

This option separates the minerals program and policy functional responsibility from the other multiple resource programs, making it potentially more difficult to coordinate multiple use program and policy guidance.

The consolidation of all minerals functions and responsibilities into one division does create some new positions and increase grades and salaries thus increasing considerably the direct costs of administering the Bureau's minerals management program.

There will be a disruption of the current organization arrangement that will cause unrest of some SO personnel who only recently were affected by a reorganization.

# OPTION 3

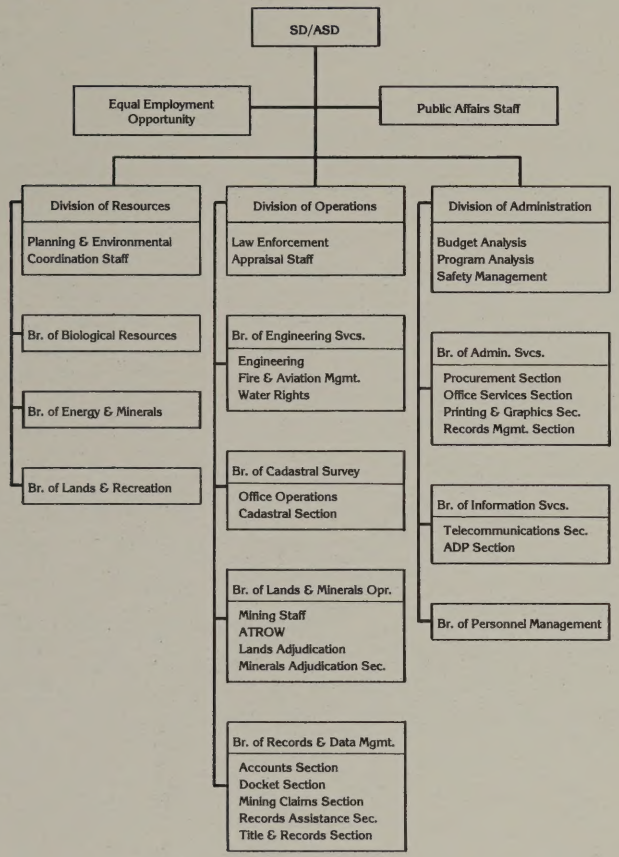
**Description**

The validity of this option is premised on accepting additional minerals responsibilities in oil and gas post-lease functions. This is an initial attempt to intensify our organization structure so that BLM would have the capacity and sophistication to accept increased mineral management responsibility, realizing that absorption might be either gradual or sudden. The proposed organization arrangement carries the assumption that BLM would gain responsibility for all post-lease functions exclusive of down hole and production monitoring operations, and responsibility for mineral character determinations. BLM would have the full capability of later adding the responsibility associated with royalty accounting by adding another division within the proposed structure shown in Option 3.

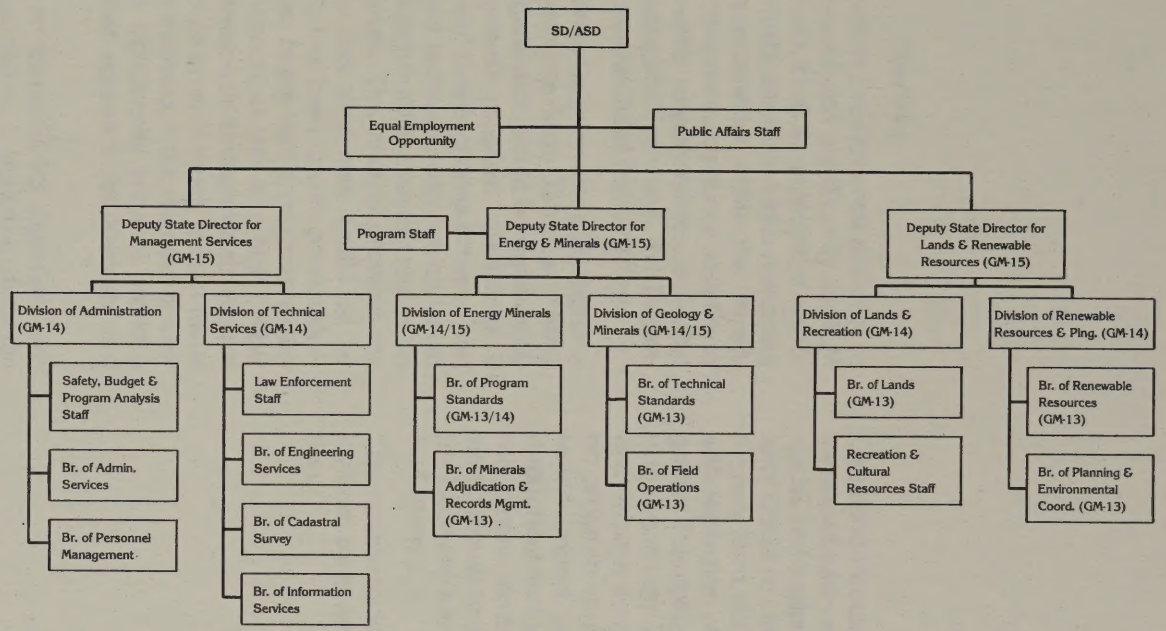
This option significantly enhances career patterns not only in energy and minerals disciplines, but also in other resource and administrative occupations.

The reasons for the depressed grade structure in the energy and minerals disciplines which have chronically plagued the Bureau's ability to attract and retain a highly qualified cadre of minerals personnel could be cured by establishing an organization like Option 3.

## PRESENT ORGANIZATION




## OPTION 3


SD/ASD
Equal Employment Opportunity
Public Affairs Staff
Deputy State Director for Management Services (GM-15)
Program Staff
Deputy State Director for Energy & Minerals (GM-15)
Deputy State Director for Lands & Renewable Resources (GM-15)
Division of Administration (GM-14)
Safety, Budget & Program Analysis Staff
Br. of Admin. Services
Br. of Personnel Management
Division of Technical Services (GM-14)
Law Enforcement Staff
Br. of Engineering Services
Br. of Cadastral Survey
Br. of Information Services
Division of Energy Minerals (GM-14/15)
Br. of Program Standards (GM-13/14)
Br. of Minerals Adjudication & Records Mgmt. (GM-13)
Division of Geology & Minerals (GM-14/15)
Br. of Technical Standards (GM-13)
Br. of Field Operations (GM-13)
Division of Lands & Recreation (GM-14)
Br. of Lands (GM-13)
Recreation & Cultural Resources Staff
Division of Renewable Resources & Plng. (GM-14)
Br. of Renewable Resources (GM-13)
Br. of Planning & Environmental Coord. (GM-13)

## Analysis of Option 3

### *Positive*

This option is totally within Departmental authority to implement. While it would add significantly to BLM personnel and other costs, it has the potential of significantly **reducing** total costs associated with managing minerals program responsibilities within the Department. In addition, this option would provide flexibility to accept additional minerals responsibilities, including the total minerals responsibilities within the Department, without future organizational restructuring.

Grade structure and career ladders across all programs and throughout the Resource Area, District, and State Office levels of the organization would be significantly enhanced. In the minerals program specifically, it would provide grade and career options between and among managerial and technical fields which would greatly enhance the Bureau's ablity to attract and retain high quality professionals. The visibility provided the minerals program via this alignment would be far superior to that which has been known previously—both in terms of a more highly visible program/policy level within the organization, as well as a high caliber cadre of minerals professionals throughout all levels of the organization. It would provide much greater focus for industry and other interests in the conduct of their business, and would significantly enhance working relationships with other agencies, landowners, and users.

This option provides an almost direct alignment with the Headquarters organization, is workable within the total Bureau structure, and provides the greatest flexibility to accommodate existing coal planning activities and related project work.

### *Negative*

This option would incur the greatest costs in terms of increased salary and associated personnel costs, office space, and equipment. Total staffing below the Deputy level would not increase significantly over Option 2 in the near term, but could increase significantly over time with expansion of responsibilities in the minerals programs. This option would cause the greatest disruption in the short term by way of personnel shifts and unrest, even though we see no other kinds of negative effects on program continuity. In the long term, this option would impact personnel on an interagency basis throughout the Department. This option would require the greatest amount of time for implementation and would require implementation decisions to be made at the Secretary's level as opposed to the Director's level for Option 2.

This option would separate minerals program and policy from other resource programs within the organization.

# APPENDICES

# APPENDIX 1
# FUNCTIONAL STATEMENTS FOR OPTION 1

## DIVISION OF RESOURCES

**Branch of Energy and Minerals**

This Branch is responsible for maintaining professional excellence, coordination, and program management in the fields of energy, minerals, and surface protection. This includes:

1. Developing policy relating to energy, minerals, and surface protection.
2. Providing technical and procedural guidance.
3. Establishing long-range program direction.
4. Developing priorities within the energy and minerals programs.
5. Providing and coordinating technical training.
6. Monitoring energy and minerals programs within the state to determine progress and consistency.
7. Developing and monitoring programming and budgeting for the energy and minerals function.
8. Providing coordination role between the Districts, other State Office Divisions, other agencies, and user groups in energy and minerals matters.
9. Overall, the Branch of Energy and Minerals provides advice, leadership, and technical assistance for the above functions.
10. Supervising the Mining Staff. This group of geologists and/or mining engineers acts on all mining claim validity needs for the three-state region of Montana, North Dakota, and South Dakota. Validity determinations may involve conflicts with other Bureau programs, occupancy trespass cases or mineral patent applications. Determines mineral values for state selections, land and/or mineral exchanges, other land disposal actions, mineral material sales, and for validity of mining claims. Works with counterparts in District Offices whenever fieldwork is required in a training-support role. Answers public inquiries of all types on mining, recordation, and other minerals matters. Works with the State Appraiser on appraisal of mineral values for coal exchanges and other land uses and disposal transactions.

# APPENDIX 2
# FUNCTIONAL STATEMENTS FOR OPTION 2

## DIVISION OF ENERGY AND MINERALS

The Division of Energy and Minerals interprets policy, resolves issues, and provides policy direction for matters within assigned program areas and participates with the State Director, Associate State Director and other Division Chiefs in decisions that have major policy impacts or cross a broad spectrum of Bureau activities. On matters under the Chief's direction, the Division provides substantive direction for all budget, program development, and policy analysis activities, and develops and maintains long-range budget and program strategies to ensure responsive and cohesive program development. The Division has overall responsibility for operating and out year budget development and coordination and monitoring for the Energy and Mineral programs. As an integral part of the State Director's program and policy management structure, the Division ensures coordination and consistency in policy direction and program management. The Division Chief is the Bureau official at the State level responsible for ensuring that Bureau objectives are accomplished in his/her program areas and provides direct supervision to a program staff leader and Branch Chiefs for the Branch of Energy Minerals and Branch of Geology and Minerals. Except as reserved by the State Director and his associate, the Division Chief represents the State Director to the Directorate Staff, industry, other agencies and organizations, and the public on all matters for the assigned program areas.

**Energy and Minerals Program Staff**

***General Responsibilities***

The Energy and Minerals Program Staff is responsible for coordination of program planning, budget oversight and administration, and policy analysis matters not assigned to the Branches. It administers and Management by Objective program (MBO) for Energy and Minerals (E&M) and serves as the focal point for consolidation and analysis of data submitted by the Branch Chiefs and Sections within the Energy and Minerals Division. It also provides staff support to the Division Chief for external and internal communication and professional and program leadership.

***Program Responsibilities***

1. Develops and coordinates Energy and Minerals (E&M) program planning. Coordinates preparation of the four-year authorization and other multi-year plans for E&M.
2. Prepares analysis of E&M budget documents and coordinates budget review of Annual Work Plan Directives and other budget documents for the Division Chief to ensure that resource allocations are responsive to the State Director's priorities.
3. Prepares policy, program, and management analysis for the Division Chief to assure that there is adequate exploration of decisions and issues that affect energy and mineral activities on the public lands and that policies and organization are responsive to State regulations and national needs and Bureau and Departmental priorities.
4. Coordinates the MBO system within E&M with the Division of Administration Budget and Program Analysts, including reviewing Energy and Minerals MBO documents to ensure that they are consistent and coordinated with budget and other policy and program guidance documents.
5. Expedites internal and external communications and provides leadership in implementing priority activities and multiprogram analysis of policies, program and issues, to assure consistency with State, national, Bureau and Departmental priorities and schedules.
6. Develops and implements with Branch Chiefs and Sections the administrative and information management systems needed to support effective and efficient E&M program management, including developing and maintaining work progress tracking systems and ensuring that E&M automated data processing needs are met.
7. With involvement of Branch Chiefs, identifies and recommends specific training objectives to be met and methods of achieving them. Assists in the development and conduct of training courses and materials within the Districts and State.
8. With involvement of Branch Chiefs, identifies and recommends functional or general program evaluation needs, objectives, and schedules. Assist in structuring and conduct functional and general program evaluations of Districts.

**Branch of Energy Minerals**

This Branch serves as the principal staff to the State Director, responsible for maintaining professional excellence, coordination and operational matters for oil, gas, coal, and geothermal resources. Has lead responsibility for providing procedural direction for these functions. Provides technical guidance and review for adequacy of minerals application-based activities. Provides technical review and assistance for energy minerals actions in progress in the district offices. These functions include:

1. Provides technical and procedural guidance.
2. Develops priorities within the energy minerals programs.
3. Monitors energy minerals programs within the state to determine progress and consistency.
4. Lease supervision including environmental and surface protection.
5. Overall, the branch of energy and minerals provides advice, leadership and technical assistance for the above functions.

**Branch of Minerals Adjudication and Records Management**

Serves as the principal staff to the State Director for operational matters of its assigned functions. Performs operational work in support of the District Offices. Adjudicates all filings under the public land and minerals laws, including the Mineral Leasing Laws responsible for full and final adjudication actions required to process applications for use and disposal of minerals and the Federal mineral estate for all Federal minerals, regardless of agency jurisdiction for the three-state region of Montana, North Dakota, and South Dakota. Reviews applications for conformance to law and regulation; makes determinations of availability of the mineral estate for the proposed use, except for oil and gas; determines qualification of applicants and bonding requirements; issues oil and gas leases, mineral title documents, and favorable or rejection decisions. The section processes actions subsequent to use authorization such as assignments, name changes, units, and processes cancellations, relinquishments, expirations, and terminations. Prepares simultaneous list for drawings. Adjudicates prospecting permit and preference right lease applications for leasables other than oil and gas. Processes patent applications, issues complaints, and initiates contest actions. Adjudicates mining claim recordations including abandoned and void decisions. Prepares mineral patents for signature by the Division Chief. Receives and accounts for all collections and receipts submitted to the State Office. These average 2.5 million dollars per month. Monies are processed through a Burroughs L-9700 minicomputer which establishes immediate control of receipts and designation into proper accounts. Transfers funds between agencies, deposits money, and makes accurate disbursement of all receipts. Prepares all accounting documents on a daily, monthly, and annual basis. Preadjudicates applications, serializes according to type of case, and posts to serial register. Responsible for the automatic system of the Declining Deposit copy fee account. Responsible for the simultaneous oil and gas filing process.

Controls, tracks, and safeguards approximately 100,000 serialized legal case files for Montana, North Dakota, and South Dakota. Cases consist of oil and gas applications and leases, mineral and geothermal applications and leases, patented claims, and various land cases. Receives correspondence and routes to appropriate section with proper case file for further action. Maintains serial register books pertinent to all transactions in an abstract form for each case file. Screens files and determines if they should be retired to Denver Service Center, Washington Archives, or State Historian. Prepares accession lists and prepares boxes for shipment to Federal Records Center.

Receives and serializes unpatented mining claim notices. Preadjudicates location notice to determine if statutory requirements have been met. Answers inquiries both orally and by correspondence as to procedure for recording claims, filing assessments, transfer of interest, etc. Responsible for researching described area by reviewing status records and plat maps for withdrawals, reservations, other incumbrances, etc., to determine if land is subject to mineral location. Responsible for yearend reports. Responsible for microfilming all case files on updatable fiche.

Provides information and service to the public and to other federal, state, county, and local government agencies answering inquiries within the realm of their delegated authority. These functions include, but are not limited to, simultaneous, over-the-counter, and competitive oil and gas leasing programs; mining claim recordation; land and minerals sales; and various land entries. Assistance is provided in reading and interpreting land status plat maps; public land survey plats and notices; computer printouts; unpatented mining claim records; Public Land, Secretarial, and Executive Orders; and general land office tract books and plats. For a fee, furnishes copies of official public land records; simultaneous available lands list and results of the drawing; and surface/mineral management quad maps. Upon request, provides a variety of government forms and brochures.

Is responsible for the creation and maintenance of all land status records for the States of Montana, North Dakota, and South Dakota. Determines the appropriate records notation, drafts the status changes, and updates the historical indices. Files all land status changes in the public binders daily and sends to appropriate Districts and Resource Areas. Processes the official recordation of new or amended survey plats. Compiles the annual "Public Lands Statistics." Maintains an acreage inventory by county for all lands administered by the BLM.

**Branch of Geology and Minerals**

***Mining Law Administration***

The Branch must have the technical professional capabilities to determine whether mining properties contain a discovery and to follow up with resulting actions.

1. Examine mineral properties with patent applications.
2. Defend findings in court if contest actions are necessary where mining claims are found to be lacking discovery.
3. Review mineral reports of other BLM mineral specialists and other federal agencies, approve or reject these reports.

***Mining Claim Validity Determinations***

1. Request, perform or review mining claim validity examinations where surface use conflicts arise, such as withdrawals, exchanges, sales, occupancy trespass, etc.
2. If decision is appealed, defend the government's position as an expert witness.

***Mineral Character Examination***

Interpret regulations and policy, provide guidance to District and Area Offices, review and perform mineral character examinations for:

1. Lands proposed for sale and exchange.
2. Land proposed for withdrawal and withdrawal review.

***Mineral Appraisals***

Guide, interpret policy, review, assist and perform fair market value appraisals of the mineral estate on public lands proposed for disposal, withdrawals and wilderness, state selection and exchanges.

This function could overflow into the Branch of Energy and Minerals in assisting and reviewing Minerals Management Service (MMS) fair market value appraisals for leasable properties.

***Mineral Material Disposal***

Review or perform mineral property evaluations for mineral material disposal, for saleable minerals, i.e., sand and gravel disposal, riprap, fill material, clay, etc.

***Mineral Resource Inventory***

Interpret, review and provide guidance for mineral inventories and their uses in planning system.

***Mining Claim Reclamation***

Periodically review cooperative agreements and review standards for surface protection of mining claims for uniform standards.

***General Administration***

Answer mineral inquiries covering the Federal mining laws and regulations. Increase coordination with mining industry groups.

# APPENDIX 3
# FUNCTIONAL STATEMENTS FOR OPTION 3

## DEPUTY STATE DIRECTOR FOR ENERGY AND MINERAL RESOURCES

The Deputy State Director for Energy and Mineral Resources is the first line management official with program authority for all energy and minerals programs within the states of Montana, North and South Dakota, under BLM's jurisdictional authority. He/she is the State Director's executive level manager for energy and mineral resource program actions within this area. He/she establishes state policy, resolves issues, and provides policy direction for matters within assigned program areas and participates with the State Director and his Associate and other Deputy State Directors in decisions that have major policy impacts or cross a broad spectrum of Bureau activities. On matters under his/her direction, provides substantive direction for all budget, program development and policy analysis activities, and develops and maintains long-range budget and program strategies to ensure responsible and cohesive program development. He/she has overall responsibility for operating and out-year budget development, and coordination and monitoring for the energy and minerals programs. As part of the State Director's executive management team consisting of the Associate State Director and other Deputies, ensures coordination and consistency in policy direction and program management. The Deputy State Director is the BLM State official responsible for ensuring that Bureau objectives are accomplished in his/her program areas and provides direct supervision to a program staff leader and two Division Chiefs (1) Division of Energy Minerals and (2) Division of General Geology and Minerals Assessment. Except as reserved by the State Director and Associate State Director, the Deputy State Director represents the State Director to the Directorate and his Deputies, other agencies, industry and other organizations and the public on all matters for the assigned program areas.

**Energy and Mineral Resources Program Staff**

***General Responsibilities***

The program staff for energy and mineral resources is responsible for coordination of program planning, budget oversight and administration, and policy matters not assigned to the Division. The staff administers the Management by Objective (MBO) program for Energy and Mineral Resources (E&MR) and serves as the focal point for consolidation and analysis of data submitted by the divisions and branches within Energy and Mineral Resources. It also provides staff support to the Deputy State Director for external and internal communication and professional and program leadership.

***Program Responsibilities***

1. Develops and coordinates Energy and Mineral Resources (E&MR) program planning. Coordinates preparation of the four-year authorization and other multi-year plans for E&MR.
2. Prepares analysis of E&MR budget documents and coordinates budget review of AWP directives and other budget documents for the Deputy State Director to ensure that resource allocations are responsive to the State Director priorities.
3. Prepares policy, program, and management analysis for the Deputy State Director to assure that there is adequate exploration of decision and issues that affect energy and mineral activities on the public lands and that policies and organization are responsive to state regulations and national needs and Bureau and Departmental priorities.
4. Coordinates the MBO system within E&M with the Deputy State Director for Management Services, including reviewing Energy and Mineral MBO documents to ensure that they are consistent and coordinated with budget and other policy and program guidance documents.
5. Expedites internal and external communications and provides leadership in implementing priority activities and multiprogram analysis of policies, program and issues, to assure consistency with State, National, Bureau and Departmental priorities and schedules.
6. Develops and implements with Division Chiefs and Branch Chiefs the administrative and information management systems needed to support effective and efficient E&M program management, including developing and maintaining work progress tracking systems and ensuring that E&M automated data processing needs are met.
7. With involvement of Division Chiefs and Branch Chiefs, identifies and recommends specific training objectives to be met and methods of achieving them. Assists in the development and conduct of training courses and materials within the Districts and State.

8. With involvement of Division and Branch Chiefs, identifies and recommends functional or general program evaluation needs, objectives, and schedules. Assist in structuring and conducting functional and general program evaluations of the Division of E&MR, Branches of Energy Minerals, Geology and Mining and Branch of Adjudication and Records Management.

**Division of Energy Minerals**

The Division of Energy Minerals is responsible for interpreting and implementing national energy policy and programs for management of energy minerals under the BLM's jurisdiction in Montana, North and South Dakota. He/she provides direction, management, and conflict resolution for assigned program and budget areas. Issues and conflicts extending beyond his/her jurisdiction are resolved at the Deputy State Director or State Director/Associate State Director level. On matters under his/her direction, provides substantive program direction for all budget, program development, and policy analysis activities. He/she develops and maintains long-range budget and program strategies to ensure responsible and cohesive program development. The Division Chief represents the Deputy State Director on Bureau policy matters within his/her area of responsibility in communications with the Directorate, industry, other governmental officials and the public within the three state area of jurisdiction. Provides direct supervision to a program staff leader and two branch chiefs (1) Branch of Mineral Leasing and (2) Branch of Field Operations, and program direction to the District Managers on matters within assigned areas of jurisdiction, both directly and through the Branch Chiefs and program staff under his/her administration.

**Division of General Geology and Minerals Assessment**

The Division of General Geology and Minerals Assessment is responsible for interpreting and implementing national policy and programs for non-energy minerals under the BLM's jurisdiction in Montana, North and South Dakota. He/she provides direction, management, and conflict resolution for assigned program and budget areas. Issues and conflicts extending beyond his/her jurisdiction are resolved at the Deputy State Director or State Director/Associate State Director level. On matters under his/her direction, provides substantial program direction for all budget, program development, and policy analysis activities. He/she develops and maintains long-range budget and program strategies to insure responsive and cohesive program development. The Division Chief represents the Deputy State Director on Bureau policy matters within his/her area of responsibility in communications with the Directorate, industry, other governmental officials and the public within the three state area of jurisdiction. Provides direct supervision to a program staff leader and two branch chiefs and program direction to the District Managers on matters within assigned areas of jurisdiction, both directly and through the Branch Chiefs and program staff under his/her administrations.

## DEPUTY STATE DIRECTOR FOR LANDS AND RENEWABLE RESOURCES

The Deputy State Director for Lands and Renewable Resources is the line management official with program authority for carrying out statewide missions and functions of the Bureau relating to lands and renewable resources use and allocation. He/she is the State Office executive level manager for program actions within this area. He/she interprets national policy, establishes statewide policy, decides issues, and provides policy direction for matters within assigned program areas and participates with the State Director, Associate State Director and other Deputy State Directors in decisions which have major policy impact or cross a broad spectrum of Bureau activities statewide. On matters under his/her direction, provides substantive program direction for all budget program development, and policy and program analysis activities, and develops and maintains long-range budget and program strategies to ensure responsive and cohesive program development. As part of the State Office executive management team consisting of the State Director/Associate State Director, and other Deputies, he/she ensures coordination and consistency of policy direction and program management. The Deputy is the State Office official responsible for ensuring that Bureau objectives are met statewide in his/her program areas. Except as reserved by the State Director and Associate State Director, the Deputy State Director represents the State Director to the Bureau Directorate, other agencies and organizations, and the public on all matters for the assigned program areas.

**Division of Lands and Recreation**

The Division of Lands and Recreation is responsible for developing and implementing policy and programs for management of public land resources including lands and realty, withdrawal processing and review activities; lands adjudication; land appraisals; rights-of-way and land acquisition activities; and recreation, cultural and natural history; and wilderness resource activities. The Division also provides statewide direction and guidance fo all activities relating to U.S. Forest Service and BLM boundary adjustments. He/she provides direction, management, and conflict resolution for assigned program and budget areas. Issues and conflicts extending beyond his/her jurisdiction are resolved at the Deputy State Director or Associate State Director level. On matters under his/her direction, provides substantive program direction for all budget, program development, and policy analysis activities and develops and maintains long-range budget and program strategies to ensure responsive and cohesive program development. The Division Chief represents the State Director on policy matters within his/her area of responsibility in communications with Bureau officials, other governmental officials, and the public. He/she provides program direction to the Districts on matters within assigned areas of jurisdiction, both directly and through the Branches and staffs under his/her administration.

**Division of Renewable Resources and Planning**

The Division of Renewable Resources and Planning is responsible for developing and implementing policy and programs for managing public land renewable resources including: rangeland management; forested land management and forestry; wildlife habitat management; endangered species; soil, air, and water resources; and wild horse and burro management.

Responsible for the maintenance and management of the Bureau's multiple-use planning system within the State; for integrating it with other Bureau systems, programs, and decision processes; and for managing the planning program. The Division is the Bureau's focal point within the state for compliance with the National Environmental Policy Act (NEPA), and is responsible for integrating NEPA process requirements into all Bureau analysis and decisionmaking processes.

The Division Chief provides direction, management, and conflict resolution of assigned program and budget areas. Issues and conflicts extending beyond his/her jurisdiction are resolved at the Deputy State Driector or Associate State Director level. On matters under his/her direction, he/she provides substantive program direction for all budget, program development, and policy analysis activities and develops and maintains long-range budget and program strategies to ensure responsive and cohesive program development. The Division Chief represents the State Director on policy matters within his/her area of responsibility in communications with Bureau officials, other governmental officials, and the public. He/she provides program direction to the Districts on matters within assigned areas of jurisdiction both directly and through the Branches and staffs under his/her administration.

## DEPUTY STATE DIRECTOR FOR MANAGEMENT SERVICES

The Deputy State Director for Management Services is the line management official with program authority for the administrative and technical support services functions of State operations. The Deputy is the State executive level manager for program actions within this area. He/she establishes state policy, decides issues, and provides policy direction for matters solely within assigned program areas and participates with the State Director and Associate State Director and other Deputy State Directors in decisions which have major policy impact on state activities. As part of the executive management team consisting of the State Director, Associate State Director and other Deputies, he/she ensures coordination and consistency of policy direction and program management. He/she provides substantive program direction for all budget, program development and policy analysis activities and develops and maintains long-range budget and program strategies to ensure responsive and cohesive program development in the state. The Deputy represents the State Director to WO officials, other agencies and organizations, and the public on all matters for the assigned program areas.

**Division of Administration**

The Division of Administration, is responsible for developing and implementing state policy and programs for managing administrative and management support activities of the state organization including personnel and training, finance, administrative services, program analysis, safety, and organization development. Provides direction, management, and conflict resolution for assigned program budget areas. Issues and conflicts extending beyond the Division Chief's jurisdiction are resolved at the Deputy State Director or Associate State Director level. On matters under his/her direction, provides substantive program direction for all budget, program development, and policy analysis activities within the State. Represents the state organization on policy matters within his/her area of responsibility in communications with WO officials, other governmental officials, and the public. He/she provides program direction to the field on matters within assigned areas of jurisdiction both directly and through the Branches and staffs under his/her administration.

1. Budget Analysis—current functional summary (no change)
2. Program Analysis—current functional summary (no change)
3. Safety Management—current functional summary (no change)
4. Branch of Administrative Services—current functional summary (no change)
5. Branch of Personnel Management—current functional summary (no change)

**Division of Technical Services**

The Division of Technical Services is responsible for developing and implementing state policy and programs for management of Bureauwide technical functions including engineering, cadastral survey, law enforcement, information systems, and fire management. Provides direction, management, and conflict resolution for assigned program and budget areas. Issues and conficts extending beyond the Division Chief's jurisdiction are resolved at the Deputy State Director or Associate State Director level. Provides substantive program direction for all budget, program development, and policy analysis activities; and develops and maintains budget and program strategies to ensure responsible and cohesive program development within the State. Represents the state organization on policy matters within his/her area of responsibility in communications with WO officials, other governmental officials, and the public. He/she provides program direction to the field on matters within assigned areas of jurisdiction both directly and through the branches and staffs under his/her administration.

1. Law Enforcement—current functional summary (no change)
2. Branch of Engineering Services—current functional summary (no change)
3. Branch of Cadastral Survey—current functional summary (no change)
4. Branch of Information Services—current functional summary (change from Division of Administration to Division of Technical Services)

Bureau of Land Management
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Denver, CO 80225